



Rapid Response Leadership

1.) Quick Quote To Consider

"The leader teaches more through Being than through doing. The quality of one's silence conveys more than long speeches."

John Heider

2.) Planning A Retreat Or Workshop To Take Your Company To Higher Profit And Success?

Karen Depew and Marti Campbell are experts in helping clients get the biggest return on their development investment!

"I can't wait to get back to the office to start implementing these great ideas I learned at our retreat!" Retention Retreat Participant

Whether you want to create a vision, develop a strategic plan, or do effective team building with your executives, managers or staff, Northwood Consulting, Ltd. are the retreat specialists. Marti and Karen develop and effectively facilitate a variety of retreats, workshops and individual/group coaching that gets results. From a one-day retreat to a 3-day workshop series, we can help you and your managers learn how to motivate and retain your super stars. We help your managers communicate more effectively, motivate your most talented employees, think more creatively, and lead your stars to increased productivity and profitability.

Find out how we've helped our clients by visiting www.northwoodconsulting.com and click on "Results." We'd love to add your success story to our clients' stories. Give us a call to find out how we can make you a star at your next retreat or workshop.

Call Marti at 301.650.4160 or Karen at 301.990.6331 to find out how to keep your most valuable asset: your employees. Or, e-mail us at www.info@northwoodconsulting.com. Either way, reach us today to start planning your most successful retreat yet.

3.) Rapid Response Leadership: Part 3

This is the third and final installment of our series on Leading a Rapid Response Organization based on the approach used by Fire Ground Commanders. Our material uses the process outlined by Chief Alan V. Brunacini in Fire Command and on the experience of Rick Christ-25-year veteran, volunteer fire fighter (and internet strategy consultant for nonprofits in his other life).

In our May article (visit www.northwoodconsulting.com Archives), we covered the importance of having a game plan before unforeseen events or opportunities occur. As Brunacini states, "A strong central plan will integrate the efforts of the entire team." An integral part of a Fire Commander's game plan is establishing Standard Operating Procedures (SOPs).

SOPs are a set of written directives that are flexible and expandable to deal with routine situations. By documenting the directives, you achieve agreement among all the team players on how to act during the actual event before it occurs. "It is most difficult to write the script while the play is going on," observes Brunacini.

Your SOPs are the official policy of the organization. "It eliminates the game of trying to guess what will happen next on the fireground." It does this by predefining the roles and responsibilities of everyone. When new members join the team, it is an excellent learning tool.

The goal is for the SOPs to become routine habits by using them regularly. They also allow you to "concentrate on critical rather than routine decisions" during the event. They are not "complicated regulations that no one can remember." In order for them to be effective, they should be educational.

A 5-Step Program To Create Your Own SOPs

- **System Development:** Start by defining each step in the process and identify all the people involved. You start by analyzing your current operations. What works? What doesn't work? Then build on your strengths and correct the weaknesses.
- **Training:** The plan should align the strategic, tactical and task levels through out the organization so that everyone is focused on effective action. Practice the procedures within the team.
- **Establishing Performance Targets** for each operation. How will you recognize success?
- **Review and Critique:** Every time you use the SOPs, it's an opportunity to evaluate and update the plan. You should reinforce good performances and identify problems that occurred in order to fix them before the next incident. "For this to really happen, the organization must be willing to consider positive and negative outcomes and also to integrate them back into the SOPs."
- **Revise:** You should always be making adjustments to the SOPs to make sure they stay relevant and effective.

Are You Ready to Be a Rapid Response Leader?

In the last several issues of the Leading Edge, we've shared with you how fire commanders lead rapid response organizations. "A fire department is organized around immediate and effective action," observes Rick Christ. Here are Rick's 5 tips to bringing Incident Command into your organization:

1. Establish Command and communicate it to everyone: Someone has to be in charge. It almost doesn't matter who.
2. Size up the situation and determine a strategy. Ask yourself 3 questions: How bad (or good) is it? How much worse (or better) could it get? What can we do to change things? Develop that strategy into a set of tactics.
3. Develop SOPs by assigning those tactics to teams of people who have been organized around accomplishing them, and who have trained to execute those tactics. That means you

to define those tactics and develop training standards for them, long before the next opportunity.

4. Review, evaluate, and revise your strategy as you learn more during the incident. It's OK to realize your original strategy won't work. It's a disaster if you stick with it.

5. Communicate clearly and effectively throughout the incident.

Interested in learning more about becoming a Rapid Response Organization? Now you can attend our session on "Leading a Rapid Response Organization" on July 16 at the DMAW 2002 Conference and Expo. To sign up, read "Learn More About Marti and Karen's Upcoming Speaking Engagements" below.

Announcing Our Latest Cutting-Edge Workshop: How To Lead A Rapid Response Organization

Rick, Marti and Karen have developed a workshop series on Leading a Rapid Response Organization. Your managers will create systems to handle this year's unplanned events and opportunities, plus know how to respond to them. By the end of the series, they'll discover opportunities for success and know what actions to plan to take. You'll never let an other opportunity turn into a crisis!

Want to know more? Call Karen Depew at 301.990.6331, Rick Christ at 540.335.5677 or Marti Campbell at 301.650.4160